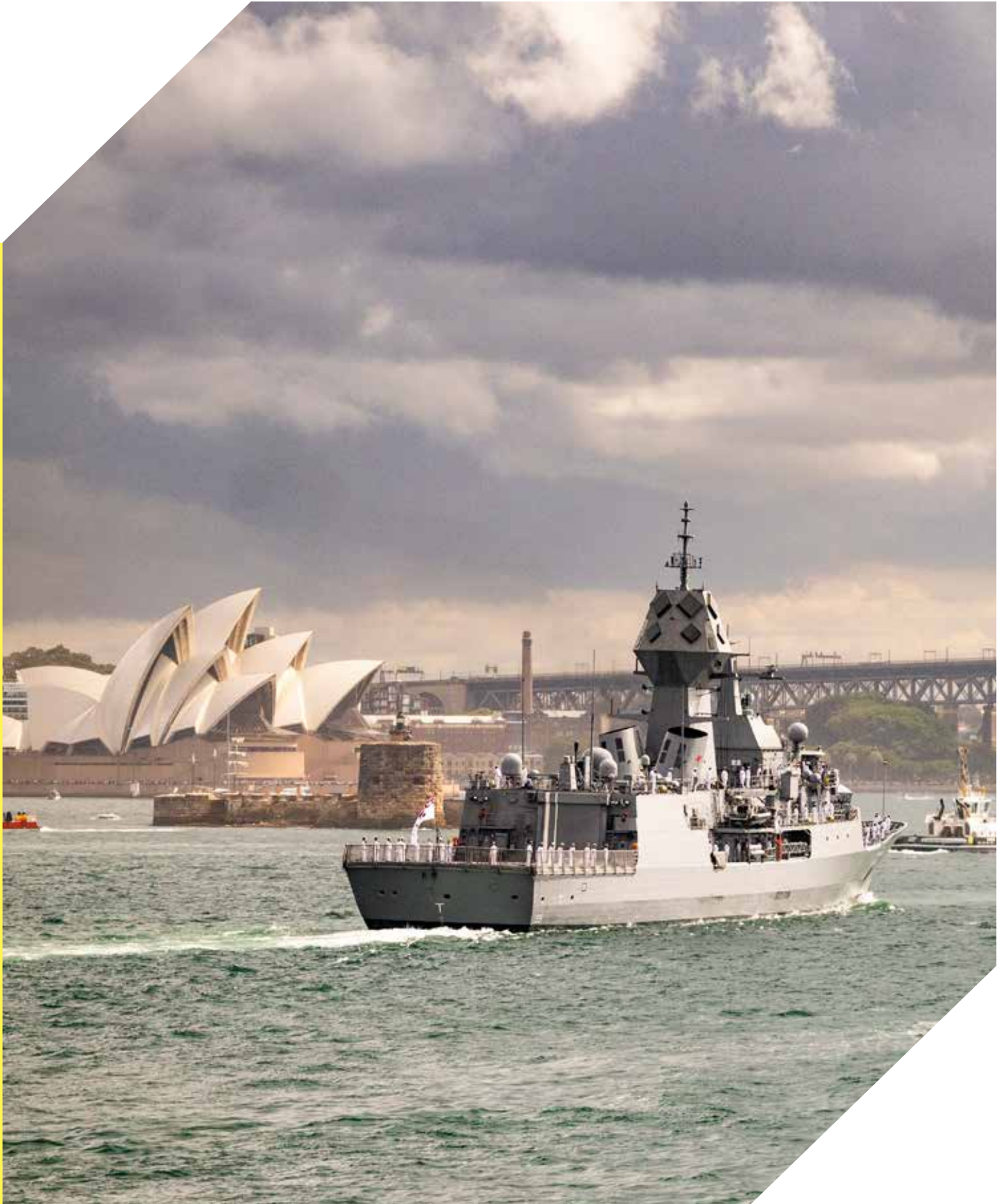


Statement of Corporate Intent 2026–2030



Acknowledgement of Country

CEA Technologies acknowledges the Traditional Owners of Country throughout Australia and their enduring connections to land, waterways, sea and community. We pay our respects to Elders past and present and recognise those who continue to protect and promote Aboriginal and Torres Strait Islander cultures.

CEA Technologies values Traditional Knowledge and the deep history of innovation it embodies.

‘Molonglo’ is an original piece by Aboriginal artist Garry Purchase. It was commissioned by CEA Technologies in 2020. The depiction of the Australian platypus aligns with CEA’s early and ongoing vision to design and manufacture the best radars in the world.

The platypus is a significant part of Canberra’s ecosystem. Platypuses use electroreceptors located inside their duck-bill, similar to that of CEA Technologies radars. This piece of art resonates with CEA Technologies and is recognised as our meaningful connection to Aboriginal and Torres Strait Islander people, the true custodians of the land and waterways on which our employees live and work.

Front cover image:
© Commonwealth of Australia,
Department of Defence

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Material obtained from this publication is to be attributed to CEA Technologies Pty Limited, as at April 2026 unless otherwise indicated.





Contents

Foreword	6
About CEA Technologies	8
Strategy	18
Operating context	22
Capability	28
Risk management	40

Foreword

Ms Joycelyn Morton



Australia's strategic defence environment is becoming more complex and demanding. As a result, the role of Defence Industry is increasingly critical to international security and national resilience. The CEA Technologies Pty Limited (CEA Technologies) 2026–2030 Statement of Corporate Intent outlines our strategic focus for the financial periods 2026–27 to 2029–30, in accordance with Section 95 1(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Following CEA Technologies' transition to a majority-owned Commonwealth company and Government Business Enterprise (GBE) in 2025, we continue our commitment to deliver phased array radar and related capability in service of Australia's national interest. Aligned to this commitment, the Board welcomed the appointment of Air Marshal Geoff Brown AO (Retd) as a Non-Executive Director. His distinguished career within the aerospace and defence industry includes three decades served with the Royal Australian Air Force (RAAF) and a four-year tenure as Chief of Air Force.

The company also welcomed Mr Alan Clements AM CSC as Chief Executive Officer in June 2026. Mr Clements brings extensive leadership experience across the defence sector and a proven understanding of our strategic defence environment.

CEA Technologies' purpose is to strengthen Australia's sovereign defence capability by providing innovative technology solutions. To achieve this, investment in research and development is a fundamental priority, ensuring we maintain our technical advantage and continue to manufacture and sustain phased array radar solutions and related technology. This is supported by the ongoing prioritisation of our people.

The quality and capabilities of our workforce underpin our innovation, advance our sovereign capability and safeguard our world-leading technology solutions.

As demand for our systems continues to grow, so too does our company. Pivotal to maintaining growth is attracting and retaining critical workforce capability that is paced to anticipate emerging trends. Our strategic workforce agenda balances building our workforce from entry-level apprenticeship programs to highly-skilled senior positions. We currently employ 51 apprentices as a strategic investment in our future workforce and in Australia's STEM capabilities. We support school-based programs and partner with higher education institutions to provide a nurturing and supportive environment which encourages pathways into technical and engineering careers.

Foundational to our success is our resilient domestic and international supply chain, which we will continue to strengthen to safeguard our sovereign capability. In unison with this, the company's systems, infrastructure and security, will be monitored and matured to ensure industrial readiness and mobilisation.

We are aware of our critical role in supporting national defence and regional security, and are proud of our Australian-owned technology, which supports Australia's sovereign industrial supply chain and drives localised economic benefits and strong job participation.

The CEA Technologies Board and leadership are committed to delivering critical, sovereign capability under the oversight of our shareholders. This Statement of Corporate Intent outlines our vision and strategic direction as we continue to provide leading-edge technology for enduring use.



Ms Joycelyn Morton
Chair
CEA Technologies Pty Limited

About CEA Technologies

CEA Technologies is a majority-owned Commonwealth company that has been at the forefront of defence innovation for over 40 years. A trusted partner to the Australian Defence Force (ADF) and close allies, CEA Technologies provides sovereign, leading-edge technology across maritime, land and air domains. At the heart of the company's success and international recognition is its unwavering commitment to research and development.

Across decades of sustained investment, the company has produced a suite of radar solutions and associated systems that are flexible and adaptable to meet emerging defence requirements. These solutions operate in the harshest environments across the maritime, land and air domains and deliver high resilience to failure and damage.

CEA Technologies' growth is both strategic and self-sustaining. It is anchored in a philosophy of continuous innovation and investment in people and infrastructure. This approach enables the company to be nimble and responsive to the changing strategic defence environment.

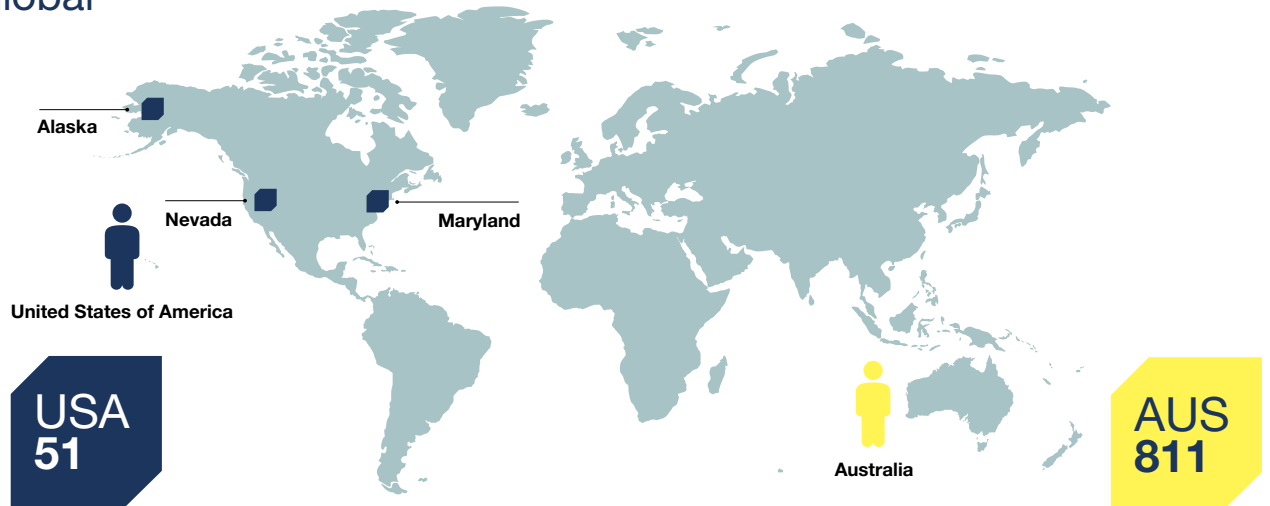
Central to CEA Technologies' mission is protecting Australia's sovereign capability. The company develops, delivers, maintains and supports defence technology domestically and internationally, ensuring capability remains Australian-owned and controlled.

CEA Technologies fosters a culture of innovation and inclusion, driving workforce excellence and retention.

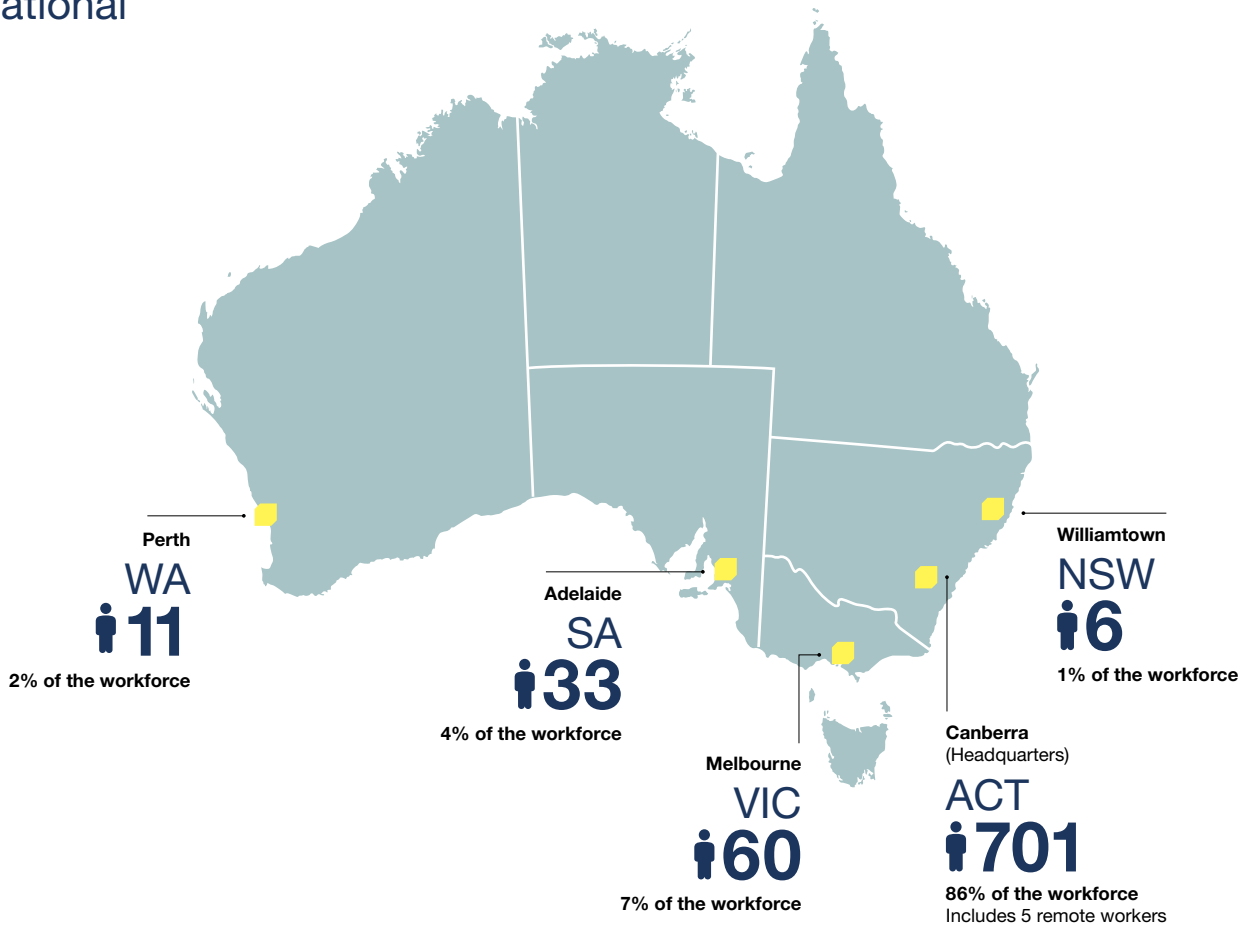
Locations and staff

CEA Technologies is headquartered in Australia's capital, Canberra, with 800 staff in locations across Australia. The company also has a wholly owned subsidiary in the United States: CEA Technologies Incorporated (CEATI).

Global

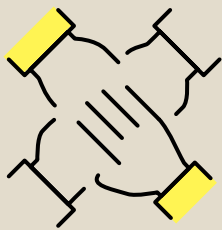


National



Values

The CEA Way is the foundation of CEA Technologies' values. It helps staff to create and connect with the company's culture. It provides a framework for them to navigate decisions and reminds everyone of what really matters. The CEA Way provides a moral compass and challenges staff to consider what is right in any given situation.



Collaborative

We are one ship.

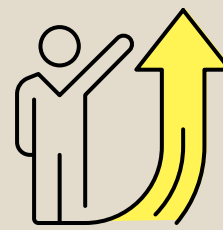
Through the collective success of our diverse and skilled workforce we deliver excellence.



Enterprising

Uncertainty drives innovation.

We thrive by taking calculated risks and turning uncertain situations into opportunities.



Ambitious

Never give up.

With courage and discipline, we relentlessly push the boundaries of defence capability.

Behaviours

CEA Technologies' behaviours set the expectations and ethical standards that guide its people in line with the CEA Way.



Treat each other with respect



Keep everyone safe and well



Promote equal opportunity



Maintain professional work practices



Behave with honesty, integrity and impartiality



Meet high standards of governance and accountability



Keep our information safe



Safeguard company assets



Comply with applicable laws



Communicate responsibly



Governance

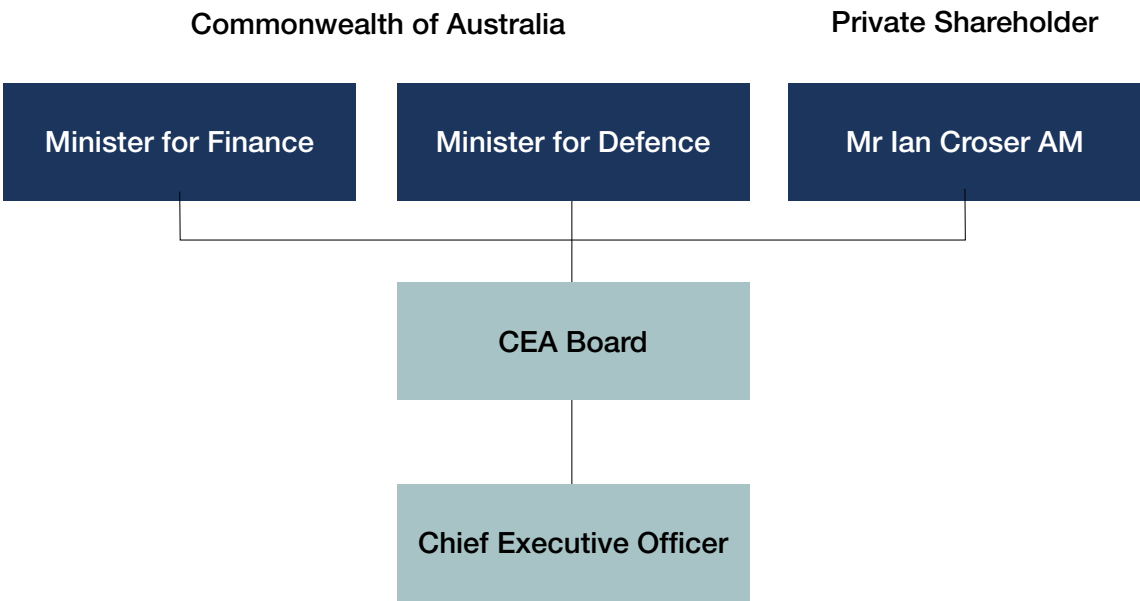
CEA Technologies operates as a GBE and Commonwealth company under the PGPA Act and the *Corporations Act 2001*.

The Commonwealth’s 72 per cent ownership interest is represented by two Shareholder Ministers, the Minister for Finance and the Minister for Defence.

CEA Technologies’ Co-Founder and Technical Director, Mr Ian Croser AM, is the other shareholder with the remaining 28 per cent of shares.

The Shareholder Ministers engage on strategic issues and set clear objectives for CEA Technologies in line with their accountability to the Parliament of Australia and the public. Shareholders have stated that technology and innovation should stay at the forefront of CEA Technologies’ operations while balancing:

- national security priorities
- protection of sovereign capability
- program performance.



The Board

CEA Technologies is governed by a Board of Directors, chaired by Ms Joycelyn Morton.

The Board of Directors is the accountable authority under the PGPA Act with ultimate responsibility for the governance and strategic oversight of the company.

The Board provides leadership and strategic direction for the company, and reports to the shareholders. The Board has two committees:

- Audit, Risk and Security (AR&S) Committee
- People and Culture (P&C) Committee.

The Committees are chaired as follows:

- Ms Fiona Hele is Co-Chair of the AR&S Committee, leading the audit and risk aspects.
- Mr Paul Symon is Co-Chair of the AR&S Committee, leading the security aspects.
- Dr Bronwyn Evans is Chair of the P&C Committee.

Name	Board position
Ms Joycelyn Morton	Chair
Mr Ian Croser AM	Executive Director
Ms Amanda Holt	Non-Executive Director
Dr Bronwyn Evans AM	Non-Executive Director
Ms Fiona Hele	Non-Executive Director
Air Marshal Geoff Brown AO (Retd)	Non-Executive Director
Major General Paul Symon AO (Retd)	Non-Executive Director
Dr Rowan Gilmore	Non-Executive Director

The Board of Directors is the accountable authority under the PGPA Act with ultimate responsibility for the governance and strategic oversight of the company.



Committees

Audit, Risk and Security Committee

Name	Role
Ms Fiona Hele	Co-Chair
Major General Paul Symon AO (Retd)	Co-Chair
Dr Bronwyn Evans AM	Member
Ms Amanda Holt	Member
Air Marshal Geoff Brown AO (Retd)	Member
Ms Joycelyn Morton	Observer

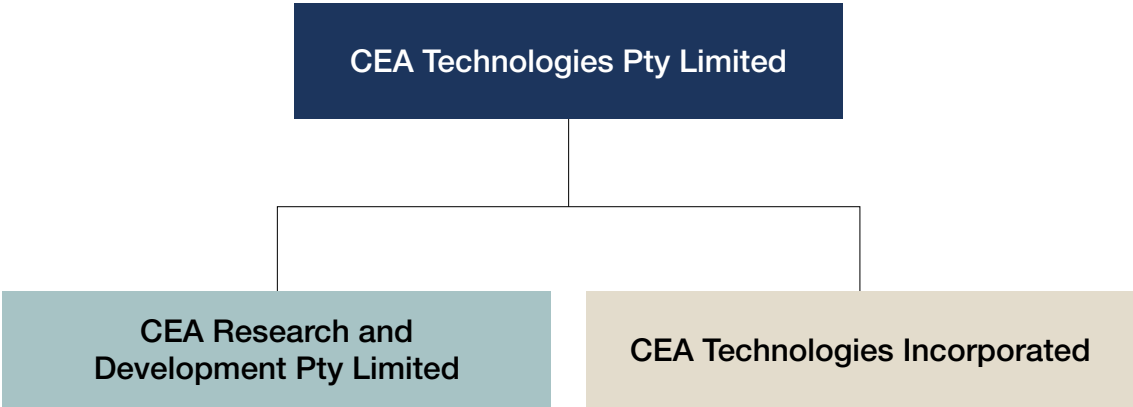
People and Culture Committee

Name	Role
Dr Bronwyn Evans AM	Chair
Ms Amanda Holt	Member
Air Marshal Geoff Brown AO (Retd)	Member
Dr Rowan Gilmore	Member
Ms Joycelyn Morton	Observer

Subsidiaries

CEA Technologies is the parent company of two wholly owned subsidiaries:

- CEA Research & Development Pty Limited (CEA R&D)
- CEA Technologies Incorporated (CEATI)



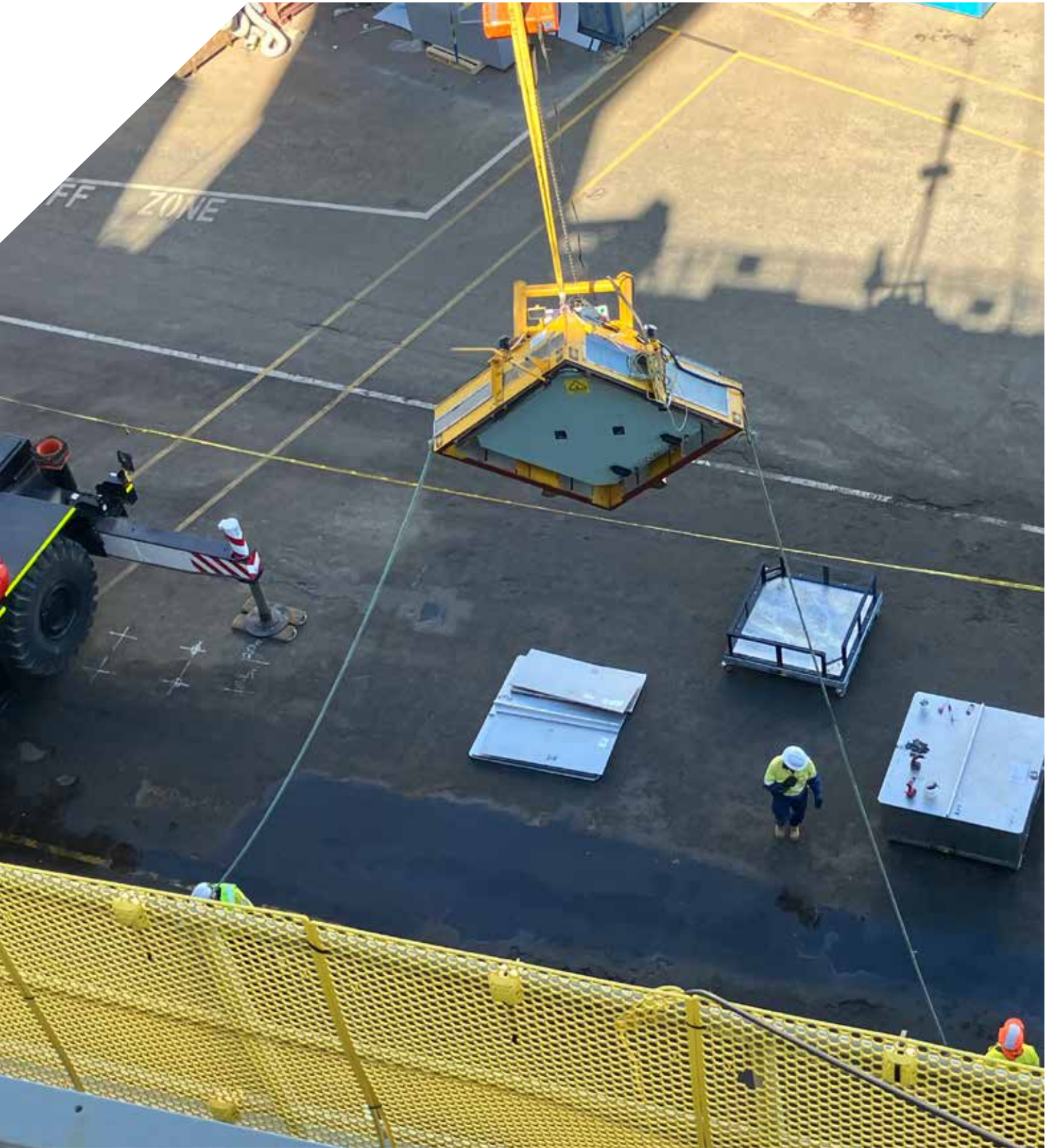
CEA R&D is a subsidiary, incorporated in 1985 to conduct research and development. All staff at CEA Technologies are employed through CEA R&D. CEA Technologies is responsible for commercialising the outputs of CEA R&D’s research and development activities.

CEATI is a subsidiary based in Maryland in the United States, supporting the supply and sustainment of CEA Technologies’ systems for the United States Department of War. This ensures critical capability is maintained within the joint security framework. CEATI employs 51 technical and support staff.

Directors	
Chair and Non-Executive Director	Ms Joycelyn Morton
Executive Director	Mr Ian Croser AM

Directors	
Chair and Officer Director	Mr Tim Winter
Director	Mr Jeff Steiner
Director	Mr Frank Stewart
Director	Mr Drew Winneberger

Strategy





CEA Technologies' purpose is to strengthen Australia's sovereign defence capability by providing innovative technology solutions.

Strategic intent

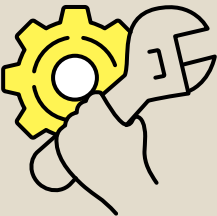
As the company matures as a GBE, the Board has refined the strategic approach to support sustainable growth and the delivery of sovereign capability for the Australian Defence Force.

CEA Technologies' strategic approach is grounded in the company's success over the last 43 years. This success is driven by a simple, sustainable model that reflects our purpose and supports the ongoing innovation and evolution of our technology base, enabling us to deliver leading-edge capability solutions.

Over the period of this Statement of Corporate Intent, CEA Technologies will continue to operate as a commercially sustainable enterprise. The company will continue investing in research and development, infrastructure and people, and delivering its contracted programs on time.

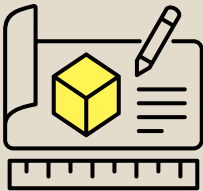
Strategic objectives

CEA Technologies delivers its strategic intent by focusing on four strategic objectives.



Manufacture and sustain

To operate as a profitable company to develop, build and sustain phased array systems and related technologies.



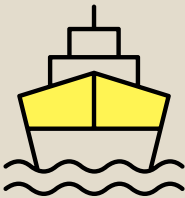
Innovate

To evolve and sustain domain knowledge and know-how across a wide range of capabilities.



Respond

To respond to the evolving capability requirements of the ADF and close allies.



Invest

To help build capability and capacity in the Australian Defence Industry.

Key activities

To deliver its strategic intent and meet its strategic objectives, CEA Technologies will focus its key activities around seven pillars.



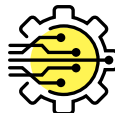
Sovereign capability

Deliver superior capability.



Workforce capability

Continue to build a flexible and expert workforce.



Technological advantage

Deliver an R&D program to anticipate customer needs and sustain technological advantage.



Security and safety

Build the safety, security and resilience of our facilities and staff.



Strategic collaboration

Collaborate with our user communities to enhance knowledge and capabilities.



Sovereign solutions

Endeavour to use high levels of Australian content in system solutions.



Commercial sustainability

Operate a contemporary governance system to deliver a sustainable enterprise.

Operating context



CEA Technologies delivers phased array radar and related technologies – critical sovereign capabilities that support the ADF in responding to emerging threats and engaging in modern military operations.

Global strategic security environment

Australia's security environment is increasingly complex. Intensifying geopolitical competition and ongoing regional instability are reshaping the security landscape in the Indo-Pacific. Unprecedented global tensions are compounded by increased volatility in the Middle East. Conflict is moving beyond regional boundaries, causing global energy shocks from the destabilisation of critical maritime trade routes. This is driving a shift toward deeper collaboration with partners and allies, including through initiatives such as AUKUS (a trilateral security partnership between Australia, the United Kingdom and the United States).

The Australian Government has highlighted these significant changes in the global strategic operating environment and the need to accelerate capability acquisition and enhance readiness and sovereign industrial capacity and resilience. This necessitates stronger cooperation with Australia's key international partners.

Strategic operating environment

Innovating, developing, manufacturing, sustaining and protecting CEA Technologies' unique offering requires a dynamic and agile approach. The company's phased array radar systems and related technology are an Australian sovereign industry capability. Knowledge relating to CEA Technologies intellectual property is held in Australia and the company is committed to ensuring it remains that way.

The 2026 National Defence Strategy (NDS) has signalled a fundamental shift in the Australian Government's approach to acquiring military capability. This new direction prioritises accelerated delivery times and stronger industry collaboration. It emphasises sovereign capability as a strategic necessity to meet emerging defence requirements.

As a result, the Australian Government has announced its intention to establish the Defence Delivery Agency (DDA) to improve the way capability will be managed and delivered. For CEA Technologies, this reform creates a more direct and strategic link between the company's technological development and the Department of Defence's acquisition priorities.

The Defence Industry Development Strategy (DIDS) also highlights that the defence industry is essential to delivering an integrated and focused ADF capable of responding to rapid military modernisation across the region. A fundamental priority is for Australia to develop its sovereign defence industrial base. CEA Technologies has and will continue to deliver against this priority.

CEA Technologies' capabilities and phased array technology provides a critical capability for:

- enabling the NDS
- providing ongoing opportunity for closer ties with Five Eyes partners through export and supply chain initiatives.

Specifically, CEA Technologies contributes to five of the seven Sovereign Defence Industrial Priorities (SDIP) identified as core capability requirements in the DIDS:

SDIP 2: Continuous naval shipbuilding and sustainment

SDIP 3: Sustainment and enhancement of the combined-arms land system

SDIP 5: Development and integration of autonomous systems

SDIP 6: Integration and enhancement of battlespace awareness and management systems

SDIP 7: Test and evaluation, certification and systems assurance

As the geopolitical environment becomes more contested, the need for precise and timely situational awareness continues to grow. Demand for CEA Technologies' advanced capability is expected to increase, and the company is well-positioned to respond, scale and adapt to align with sovereign industrial priorities.

The market

Primary customer

CEA Technologies' primary customer is the Australian Government, through the Department of Defence and the ADF. Its core focus is to equip the ADF with the most advanced capability required to rapidly respond to threats to Australia's national interests. CEA Technologies delivers integrated, through-life support and continuous innovation to ensure every system evolves alongside the evolving threat environment. As a result of this strategic partnership, CEA Technologies works closely with the Department of Defence to focus on capability evolution and accelerating technology, rather than a transactional business development approach.

Demand for CEA Technologies' advanced capability is expected to increase, and the company is well-positioned to respond, scale and adapt to align with sovereign industrial priorities.

Currently, CEA Technologies' capabilities are delivered through two channels:

- Domestically via sole-sourced contracts to the ADF.
- Internationally via government-to-government exports to Five Eyes partners.

International

Currently, the company exports to Five Eyes markets through government-to-government partnerships, including the United States, which remains a key market over the period of this Statement of Corporate Intent.

The United Kingdom has indicated interest in CEAFAR technology and exploring the potential to deepen cooperation on radar technology.

The company will continue to engage with the Commonwealth to seek appropriate opportunities and initiatives to broaden the use of its technologies. The company is well-attuned to the opportunity for enhanced alliance and interoperability with Australia's chosen strategic partners.



Regulatory landscape

CEA Technologies operates in a complex and evolving regulatory landscape.

Domestic

CEA Technologies is a company incorporated under the *Corporations Act 2001*. As a GBE, the company must comply with the rules, regulations and policies that apply to it under related Commonwealth legislation.

As a member of the Defence Industry Security Program (DISP), CEA Technologies must meet strict standards across its governance, physical and personnel security, and cyber domains.

Innovating, developing, manufacturing, sustaining and protecting CEA Technologies' unique offering requires a dynamic and agile approach.

Export/import

The company imports materials and exports materials and technology, and is subject to domestic and international regulations. It continues to meet its obligations under the *Defence Trade Controls Act 2012* and the *Australian Customs Act 1901*.

Access is required to United States origin material subject to contractual and legal obligations, including compliance with:

- the United States' International Traffic in Arms Regulations (ITAR)
- the Export Administration Regulations.

To meet its obligations under the ITAR, CEA Technologies is exempt from parts of:

- the *Discriminations Act 1991* (ACT)
- the *Equal Opportunity Act 1994* (SA).

CEA Technologies is required to submit a bi-annual report to the ACT Human Rights Commission and the SA Equal Opportunity Commission regarding its compliance with these exemptions.

Where Australia deals with other countries to import defence-related materials, CEA Technologies abides by those countries' respective laws and regulations.

Cooperation and partnerships

Shareholder departments

CEA Technologies is a majority-owned Commonwealth company and a prescribed GBE. As such, the company has established relationships with representatives of its shareholder departments: the Department of Finance and the Department of Defence. The company works closely with these Departments to meet its reporting obligations under the PGPA Act and the *Corporations Act 2001*, and ensures shareholder expectations are met.

Supply chain

CEA Technologies does not operate in isolation. It relies on a robust supply chain to provide the many components needed to build its products. The company has an effective procurement process and strong supplier relationships. Where possible, the company aims to include a large proportion of Australian industry content in each project. Most mechanical requirements are met by CEA Technologies' Melbourne facility and select domestic suppliers. The supply of electronic components in Australia is limited, with most items sourced from large manufacturers in the United States. The procurement approach aligns with DISP requirements.

The company maintains relationships with key Australian businesses that can supply materials and components. This is a key principle in maintaining and supporting sovereign capability.

CEA Technologies currently uses 37 key suppliers, of which 27 (or 73 per cent), are Australian suppliers or distributors.

Defence industry

Through its reputation for delivering advanced systems and products, CEA Technologies maintains respectful relationships with like-minded organisations in the defence industry. This is enabled through close working relationships as delivery partners on projects.

Education institutions

CEA Technologies partners with Australian education providers to build and maintain an appropriately skilled workforce to deliver sovereign capabilities, including through:

- an apprenticeship program with the Canberra Institute of Technology (CIT)
- work experience for engineering students studying at universities across Australia
- investing in the next generation of engineers by supporting programs that bring science and engineering into schools.



CEA Technologies currently uses 37 key suppliers, of which 73 per cent, are Australian suppliers or distributors.

Capability



CEA Technologies converts strategic and tactical needs into implementable capabilities for the ADF and close allies' operational advantage. Through innovation, CEA Technologies develops new leading-edge capabilities to support existing and new applications.

CEA Technologies has four innovation, research and development primary objectives:

1. Continue the evolution of existing technology.
2. Branch into new technologies as driven by innovative outcomes.
3. Manage and mitigate obsolescence in existing technologies.
4. Evolve or modify technology as required for new systems and capabilities.



Expertise

Only through the intersection of diverse technical skillsets and application of in-depth engineering knowledge can CEA Technologies innovate at the leading edge of technology



Modularity and scalability

The segmentation of function and form into scalable and modular implementation blocks is the key concept that allows CEA Technologies to field a diverse range of systems and capabilities.



Capability-based development outcomes

Research and development outcomes are not derived from specific system requirements. They come from a fundamental understanding of the diverse capabilities required to address the strategic, tactical and operational problems of defence.



Conceptual Space

Creation of a conceptual space that facilitates the mixing of high-level strategic, tactical and operational needs across all of Defence with the possibilities of the state-of-the-art component manufacturing technology.



Acceptance of risk

Effective acceptance and management of risk is fundamental to innovation, evolution and realising opportunities to remain relevant and to build the future.

Innovation will be achieved through CEA Technologies’ self-sustaining operating model based on four key objectives:

- 1. Income from the sale of advanced systems domestically and to our close allies, sustains the company’s controlled profitability, growth and continued ability to innovate, develop and deliver new and evolving capabilities.
- 2. These new capabilities support the upgrade of existing systems and the introduction of evolved and new products, techniques and technologies.
- 3. The continuous, controlled expansion and sustainment of a highly skilled and experienced workforce are fundamental to building a stable depth of knowledge and experience.
- 4. Continuous development and obsolescence mitigation are established to deliver capabilities at relatively short notice and are enabled by the depth of experience and knowledge of the engineering workforce.

The workforce and infrastructure strategies enable the manufacturing and capability delivery functions to keep pace with the growth in contracted projects and manufacturing techniques.

With ADF and allies’ fielded capabilities using more CEAFAR architecture, CEA Technologies is increasing its skilled resources for designing secure systems.



CEA Technologies will continue to maintain a technology edge through innovation and a highly skilled, diverse technical workforce. This will maintain Australia’s advantage in national security and among close allies. For this reason, the company will continue to prioritise its ability to innovate, supported by diverse technical departments and skillsets, including:

Systems	Finishers
Power	Planning
Technicians	Software
Configuration	Draftsman
Radio Frequency	Assembles
Integration and Test	Management
Machinists	Mechanical
Quality	Computer Aided Design
Hardware	Logistics Support
Analysts	



Innovation will be achieved through CEA Technologies' self-sustaining operating model based on four key objectives

Workforce

CEA Technologies continues to transform its people and culture function, with the goal of enabling a high-performing, future-ready workforce.

Organisation structure

CEA Technologies maintains a diverse workforce across Australia, employing more than 800 staff in a range of engineering, manufacturing and corporate roles.

The company's workforce is expected to sustain growth to continue developing and executing new projects and sustainment contracts. CEA Technologies continues to navigate a competitive market to recruit and retain engineering and manufacturing expertise. This is being addressed in the Strategic Workforce Plan.

The following tables are correct as at 30 April 2026.

Workforce by location

		Total	ACT	NSW	SA	VIC	WA
	Engineer	220	183	4	26	7	0
	Technician	247	187	2	2	47	9
	Apprentice	51	46	0	0	5	0
	Corporate	293	285	0	5	1	2
	Total	811	701	6	33	60	11

Workforce by gender

		Total	Male	Female	Other
	Engineer	220	184	35	1
	Technician	247	210	37	0
	Apprentice	51	44	7	0
	Corporate	293	161	132	0
	Total	811	599	211	1



CEA Technologies continues to transform its people and culture function, with the goal of enabling a high-performing, future-ready workforce. Important reforms include:

- starting implementation of an enterprise-wide human resources information system
- enhancing employee benefits.

These reforms provide a strong foundation for sustainable growth and workforce resilience. Over the past 3 years, the company has maintained an average staff retention rate of 90.4 per cent, which exceeds industry standards.

Workforce growth

CEA Technologies expects to continue a pattern of headcount growth across all major capability areas over the life of this Statement of Corporate Intent.

Operating at the intersection of advanced manufacturing and R&D, sustainable growth will be achieved by delivering complex programs and mature technologies and translating research into capabilities.

Growth will be strategically managed to:

- align with project delivery requirements, system sustainment needs and corporate enablers
- maintain a strong culture, technical excellence, and commitment to quality.

The projected growth trajectory reflects:

- ongoing expansion in core engineering and manufacturing roles to meet current and future program demands and infrastructure expansion
- targeted increases in project and program delivery roles to support platform maturity and customer engagement
- growth in enabling and governance functions, including security, ICT, commercial, and finance
- continued investment in early-career pathways to build a strong internal pipeline of talent.

Workforce growth will be informed by demand, including customer requirements and contracted work. However, growth is constrained by the company's capacity to build and sustain a highly skilled workforce. The specialised nature of operations requires a balance of time to recruit, train and embed capability. The company will therefore pace growth to ensure it remains achievable, sustains a capable workforce and supports effective delivery.



Over the past 3 years, the company has maintained an average staff retention rate of 90.4 per cent, which exceeds industry standards.



Gender and age demographics*



26%
Female



74%
Male

Average age*

41

Female: 40
Male: 42

Apprenticeships and work experience*

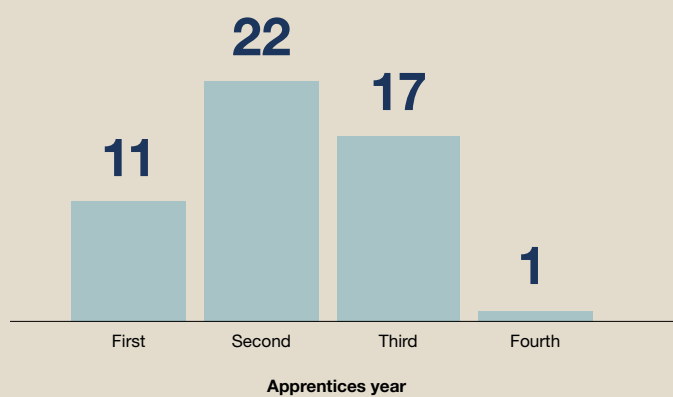
Engineering
work experience

10



School-based
work experience

7

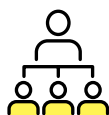


51

**Total
Apprentices**

* As at 30 April 2026

CEA Technologies' strategic workforce agenda for the period of the Statement of Corporate Intent focuses on the following priorities:



Workforce planning and organisational design

Continue to strengthen workforce planning to ensure alignment between capability, capacity and strategic delivery. This includes implementing a forward-looking workforce planning approach that provides visibility of growth, critical roles and sequencing of recruitment. Organisational design will be refined to ensure clarity of roles, accountability and efficient structures that support both operational delivery and R&D outcomes.

Performance and capability development

Embed a consistent and transparent performance and development framework that drives accountability, capability uplift and career progression. This includes the implementation of structured performance cycles, clearer expectations linked to role levels, and targeted development pathways. Investment will be prioritised in building technical, operational and professional capability aligned to future needs, with a focus on continuous improvement rather than compliance-based performance processes.

Leadership and culture

Strengthen leadership capability to ensure alignment, consistency and effectiveness across the company. This includes targeted leadership development focused on decision-making, people leadership, and leading through change. Cultural priorities will centre on reinforcing accountability, trust, and respectful behaviours, while improving how change is communicated and implemented. Leaders will be supported to create environments that enable high performance and psychological safety without compromising operational outcomes.



Technology and analytics

Modernise people systems to improve data integrity, user experience and decision-making capability. This includes the implementation of an integrated Human Resources Information System (HRIS) and payroll solution, strengthening governance of workforce data, and enhancing organisational visibility through accurate establishment and workforce metrics. The focus will be on enabling better workforce insights, reducing manual processes and supporting evidence-based decision-making at all levels.



Compensation and benefits

Maintain a fair, transparent and market-aligned remuneration framework that supports attraction, retention and internal equity. This includes refining job levelling, maintaining alignment to relevant market benchmarks, and ensuring salary structures remain fit for purpose. Benefits will be positioned to support workforce sustainability and performance, with a focus on practical, high-impact offerings that reflect the nature of the workforce and operating environment.



Workplace safety and wellbeing

Continue to strengthen the safety and wellbeing framework to support a physically and psychologically safe workplace. This includes embedding critical risk management practices, enhancing safety capability and accountability, and progressing a more integrated approach to psychosocial safety. Wellbeing initiatives will be aligned to performance and sustainability, ensuring employees are supported to operate safely, effectively and consistently within a high-performance environment.

By embedding these priorities into the corporate strategy, people practices can meet current operational needs and position the company for future capability, growth, and industry leadership.

The security of CEA Technologies' capabilities, knowledge and knowhow, and physical and digital infrastructure is vital.



Infrastructure

In recent years, CEA Technologies has made the strategic decision to grow through significant investments in key growth enablers, including facilities, systems and people. This increases the company's capacity to meet the growing demand for more and larger systems, both domestically and internationally.

Demand for systems continues to increase. CEA Technologies will optimise the use of existing facilities and plan for future expansion, aligned to defence priorities and in support of future order intake.

Ongoing investment in facilities will scale up manufacturing capability, positioning the company to respond to emerging trends in the defence landscape and deliver future programs.

Information and communication technology

Continued investment in enterprise-grade ICT platforms is driving organisational performance and supporting critical business functions. These platforms meet the unique operational, business, cyber security and resilience requirements of the company.

CEA Technologies is focused on delivering enterprise-level software platforms that provide essential data-centric capabilities to enable the organisation's effective operation and governance. This includes inventory management, warehousing, finance and human resource systems.

Where justified, internally developed software applications provide solutions to meet the company's unique requirements, supporting the continued innovation and delivery of world-leading capabilities.

Company security

The security of CEA Technologies' capabilities, knowledge and knowhow, and physical and digital infrastructure is vital. As a GBE, CEA Technologies adopts the Australian Government Protective Security Policy Framework as recognised better practice for Commonwealth companies. This provides a robust security foundation that meets government expectations and protects CEA Technologies.

The company takes a holistic approach to security that integrates personnel, physical, information and technology domains and is overseen by the AR&S Committee to assure performance. CEA Technologies employs dedicated specialists and systems to secure and defend against all security threats to the company and its capabilities.



CEA Technologies is investing more in its enterprise security program to continually strengthen security in a rapidly evolving threat environment and ensure its security remains fit-for-purpose and contemporary.

The fielded CEA Technologies systems are critical to the defence of Australia and close allies. As such, the company continues to partner closely with the Department of Defence to ensure compliance with defence security requirements and enable a collective response against a shared threat to protect national interests.

Information governance

CEA Technologies recognises that information is a strategic asset for any modern enterprise. The robust governance and control of information are pivotal to maintaining a capability edge and supporting effective decision-making. This is a critical input into the delivery of ICT systems and security efforts that drive productivity and protect one of CEA Technologies' most valuable assets: its knowledge and know-how.

A dedicated information governance function has been established to continue to strengthen and align the Technology Control Plan, Information Policy and management practices. This will ensure the continued control and protection of information to enable the delivery of uncompromised world-leading capabilities to Defence and close allies.

Supply chain resilience

Because of its vertically integrated approach to capability delivery, CEA Technologies has a natural resilience to supply chain risks. The company prioritises strategic partnerships with Australian industry providers that enhance supply chain security. The company also engages the broader Australian sovereign industrial base through CEA Technologies' support for local industry.

With the increasing fragility of global supply chains, CEA Technologies is further enhancing its supply chain resilience

CEA Technologies builds on this foundation with robust commercial practices that assess various risk dimensions from third party providers. Risk assessment happens at the time of acquisition and throughout the life of the arrangement to continually monitor and manage risk.

With the increasing fragility of global supply chains, CEA Technologies is further enhancing its supply chain resilience under its enterprise security program to: quantify its supply chain networks, understand and manage risk from foreign ownership, control and influence (FOCI), and identify and remediate single points of failure that may deny or degrade CEA Technologies' ability to deliver capacity, particularly during crisis or conflict.

Risk management



Effective risk management is critical to the successful delivery of strategic goals. As a result, the company is committed to building, promoting and enhancing a culture of proactive risk management across all departments to:

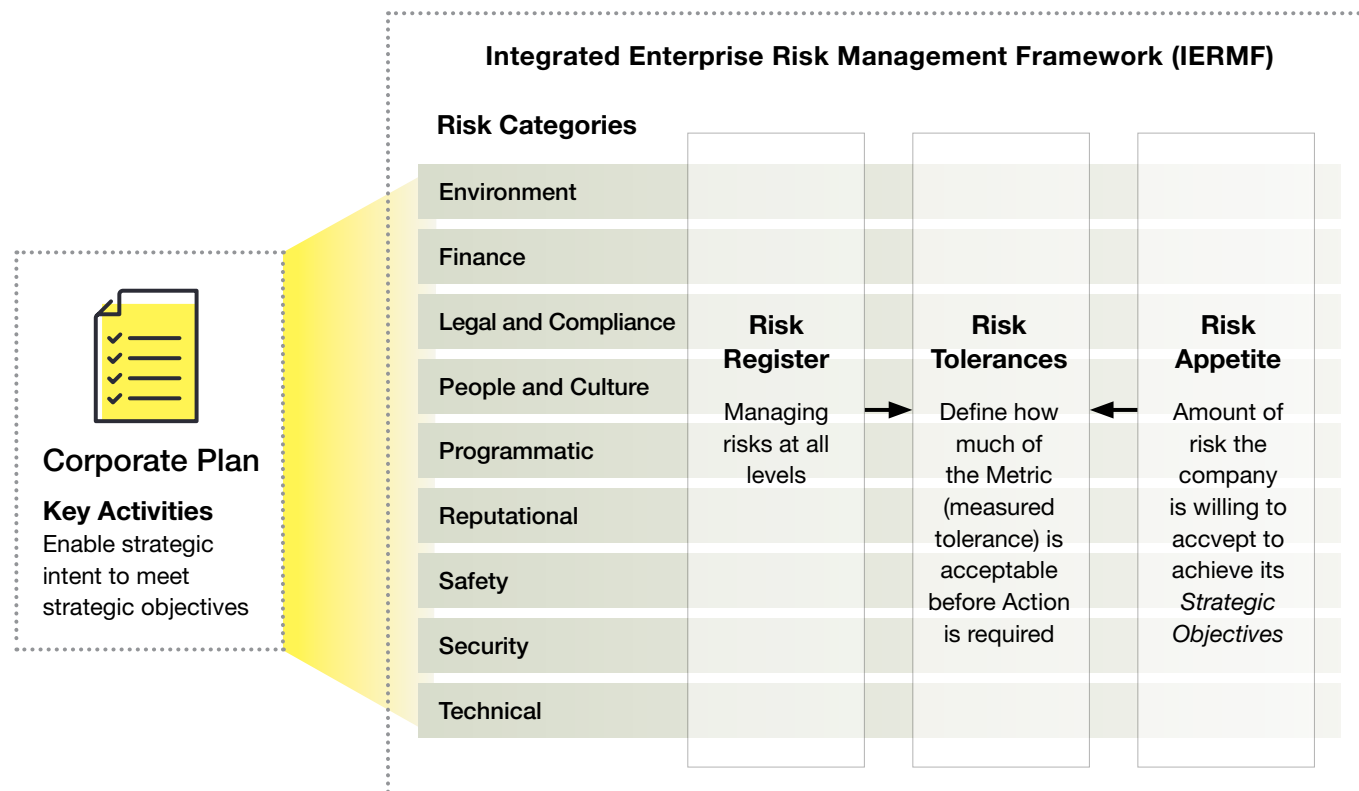
- retain and build on the company's ability to deliver innovative technology solutions
- meet customer needs, commercial performance objectives and shareholders' expectations.

CEA Technologies' Integrated Enterprise Risk Management Framework (IERMF) continues to evolve. The IERMF aligns with the International Standard on Risk Management (ISO 31000:2018 Risk Management – Guidelines) and is consistent with the Commonwealth Risk Management Policy 2023.

The IERMF leverages are structured around a 'Three Lines of Defence' model to support strong governance and effective risk identification, ongoing management, and monitoring. Risk categories are embedded within the IERMF and aligned to CEA Technologies' key activities to support informed decision-making and positive business outcomes.

Key risk categories:

- Environment
- Finance
- Legal and Compliance
- People and Culture
- Programmatic
- Reputational
- Safety
- Security
- Technical



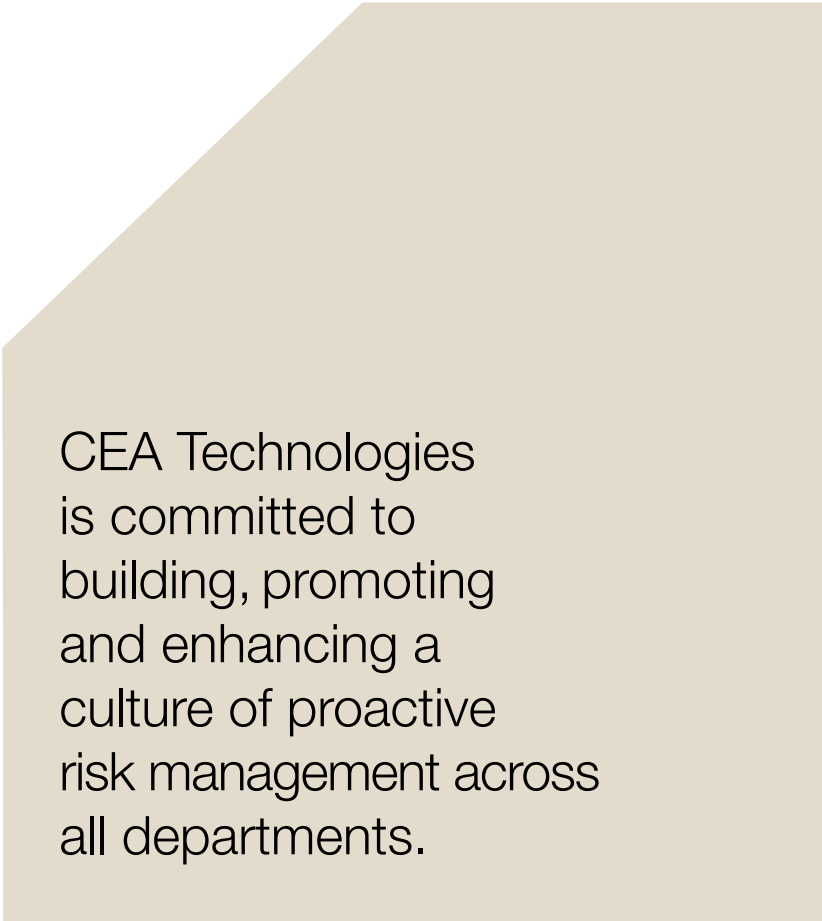
CEA Technologies' Board has overall responsibility for:

- establishing and maintaining the IERMF
- defining the organisation's risk appetite statements and risk tolerance levels.

The Board's AR&S Committee is responsible for:

- managing emerging and ongoing enterprise risks, supported by the framework
- contribute, review and endorse any required enhancements or changes to the IERMF.

An internal Management, Audit and Risk Committee supports the Board's AR&S Committee and the company's Executive in their risk management roles and responsibilities. This includes managing both departmental and enterprise level risks.



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Technologies

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